Army Lt. Gen. Paul Kern Leading Sweeping Change in AAC Education and Training System

From Industrial-Age Processes, Metrics To Power of Information Age

DSMC is proud to claim Army Lt. Gen. Paul Kern as a 1982 alumnus of its former 20-week Program Management Course (now renamed the 14-week Advanced Program Management Course). In fact, to our knowledge Kern is the College's first graduate to hold the title of Director, Army Acquisition Corps, the Army's highest military acquisition executive. But that isn't the only hat he wears. Kern is the Military Deputy to the Assistant Secretary of the Army (Acquisition, Logistics and Technology) Paul J. Hoeper, advising Hoeper in his responsibilities as Army Acquisition Executive, Senior Procurement Executive, Science Advisor to the Secretary, and senior research and development official for the Department of the Army.

An Orange, N.J., native, Kern is a 1967 West Point graduate with extensive command and acquisition experience. Downsizing; rightsizing; streamlining; continuous learning; distance learning; cross-functional training; Simulation and Modeling for Acquisition, Requirements, and Training (SMART) — these are but a few of the issues in which he and his talented workforce have been deeply immersed since his appointment as Director and Military Deputy in July 1997.

As part of the Army headquarters team, he has helped usher in sweeping change in the Army's acquisition practices, processes, and business procedures.

The Army is winning its war against an acquisition system that 10 years ago was characterized by outdated processes and numerous inefficiencies. They are doing so with managers like Kern, who are focusing on the problem at its most critical juncture: *people* and *training.* In this article, Kern talks about many of the most pressing civilian and military issues facing the career acquisition workforce.

Q *What adjustments have you made in streamlining the membership of the Army Acquisition Corps [AAC]? What are your specific plans in guiding this membership in 2000 and beyond?*

A The Army's primary adjustment has been a broadening of the Acquisition Corps member's skill base. No longer can we rely on a massive corps of individuals specializing on one aspect of the acquisition business. We are attempting to create a group of multifunctional experts in order to more effectively deal with the reduced size of the corps. To that end, we are working within the personnel system to provide training and rotational job opportunities to give individuals a chance to broaden their skills base.

As a result of the requirement to streamline, the Acquisition Career Management Office has re-looked at the definition of the Acquisition Workforce [AWF] itself. Over the past 10 years, the Army Acqui-

Joann H. Langston *interviewed Kern on behalf of the DSMC Press. Langston is the Army Chair, DSMC Executive Institute. She holds a B.A. from the College of New Rochelle and a J.D. from the University of Maryland.*

sition Corps has evolved into the professional body of men and women now serving in it, and this is another step in that evolution.

The Army invested considerable effort into establishing an acquisition workforce management policy that allows it to deal effectively with the changes mandated by streamlining. There has been no decrease in mission. We are faced with a retirement dilemma in the near future, estimating that by 2003 over 50 percent of the Army Acquisition Workforce will be eligible for retirement. Without a responsive, flexible management plan, the Army could potentially lose a large portion of its core acquisition knowledge base and not have adequate backfill. This comes at a time when we are challenged to implement the Chief of Staff of the Army's vision for *Army Transformation in the 21st Century* — a vision whose execution will be highly dependent upon the performance of the Army Acquisition Corps.

Joann H. Langston, Army Chair, DSMC Executive Institute, interviews Army Lt. Gen. Paul J. Kern, Military Deputy to the ASA (AL&T) and Director, Army Acquisition Corps. Kern was visiting the DSMC main campus, Fort Belvoir, Va., as an invited distinguished guest lecturer.

Photos by Ed Boyd

In recognition of this problem, the Army Acquisition Corps is actively recruiting members earlier in their civilian and military careers. In our recruiting efforts, we emphasize our tremendous educational and training opportunities as well as challenging and rewarding job experience. We have established a culture that recognizes and rewards performance, excellence, and commitment — an environment in which the most capable are challenged with the toughest jobs. In 2000 and beyond, our goal is to maintain our world-class workforce to the high standards that are expected.

Q

What plans (hopes, dreams, expectations) do you have for Army acquisition going into the new millennium? Do you have any specific restructuring or reengineering plans? Will you be focusing more on newer technology and training?

A

One of the Acquisition Corps' major roles is to ensure that the application of resources in developing concepts into weapons systems supports warfighters effectively across the full spectrum of future operations. The Acquisition Corps has been challenged to examine fresh new ways of doing business in order to reduce cycle times, leverage commercial technologies, and reduce acquisition costs. One of the Army's main goals in molding the acquisition workforce to accomplish these tasks is to convert it from a force accustomed to acquiring systems in an Industrial Age with Industrial-Age processes and metrics, to one that takes advantage of the power and capabilities of the Information Age.

Simulation and Modeling for Acquisition, Requirements, and Training [SMART] will be a major application of computer technology for AAC members. Streamlining the future design process necessitates exploitation of available advanced computer-based design tools, collaborative environments, and shared data structures. Web-based data sharing will ensure that our AAC members have access to the tools and data key, streamlining the acquisition process. The

LT. GEN. PAUL J. KERN, U.S. ARMY

Military Deputy to The Assistant Secretary of the Army for Acquisition, Logistics and Technology

Director, Army Acquisition Corps

Lieutenant General Paul J. Kern, as Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, is the senior military advisor to the Army Acquisition Executive and the Army Chief of Staff on all research, development, and acquisition programs and related issues. He supervises the Program Executive Officer system, and serves as the Director, Army Acquisition Corps.

Kern, a native of New Jersey, was commissioned in 1967 following graduation from the United States Military Academy. In 1973 he earned master's degrees in Mechanical and Civil Engineering from the University of Michigan. His military education includes the Armor Basic Course, Infantry Officer Advanced Course, United States Army Command and General Staff College, Defense Systems Management College, and a Harvard University Senior Service College Fellowship.

Prior to assuming duties as the Military Deputy, Kern served as the Commander, 4th Infantry Division (Mechanized), the Army's Experimental Force. His career includes service as the Senior Military Assistant to the Secretary of Defense and Senior Military Assistant, Defense Research and Engineering for Test and Evaluation, Office of the Secretary of Defense, Washington, D.C.; and Director Requirements (Support Systems), Office of the Deputy Chief of Staff for Operations and Plans, Washington, D.C.

Kern also served as Team Chief, Light Combat Vehicle Team, Office of the Deputy Chief of Staff for Research, Development and Acquisition, Washington, D.C.; and as the Program Branch Chief, Bradley Fighting Vehicle Systems, Warren, Mich. He taught weapon systems and automotive engineering at the United States Military Academy and was the Department's research officer.

Kern's career includes service as Commander, 5th Battalion, 32d Armor, 24th Infantry Division, Fort Stewart, Ga.; Commander, 2d Brigade 24th Infantry Division at Fort Stewart and Southwest Asia during Desert Storm; and Assistant Division Commander of the 24th Infantry Division at Fort Stewart.

He also served two tours in Vietnam with the 11th Armored Cavalry Regiment as a platoon leader and troop commander; and as a battalion operations officer with the 3d Armored Division in Germany.

Kern's awards and decorations include the Defense Distinguished Service Medal, the Army Distinguished Service Medal, Silver Star, Defense Superior Service Medal, two awards of the Legion of Merit, two awards of the Bronze Star Medal with "V" Device, three awards of the Bronze Star Medal, three awards of the Purple Heart, five awards of the Meritorious Service Medal, the Army Commendation Medal, Parachutist Badge, Ranger Tab, Office of the Secretary of Defense Identification Badge, and the Army Staff Identification Badge.

product development and fielding process will feel the impact. SMART will support conceptual analyses, analysis of alternative designs, user interface evaluations, and even system test and evaluation. Early performance assessments can be made through integrated simulation environments that leverage CAD [Computer Aided Design] products to assess both technical and functional (warfighting) performance of alternative designs. If we do this correctly, the user will be involved throughout the process in design trades, and training devices will be part of the system development. In the realm of training, the future acquisition workforce will need to employ the advanced training tools that will be available in order to maintain pace with technology and to hasten management skills development. Examples include advanced computer-based training, intelligent tutoring systems, distance learning, and Web-based instruction. I will be encouraging advanced degrees in engineering and science.

Q

How are relationships among the AAC, suppliers, and customers?

A

The AAC and its industrial counterparts enjoy a very strong and, for the most part, positive relationship. Project teams consisting of government and industrial partners now vie for a common goal, to bring world-class equipment to our soldiers. The day of the "we-they" syndrome is gone; it is counterproductive to mission accomplishment and most parties realize that. However, the fiscally constrained environment the Army now faces has placed a lot of concern and some angst in industry. As a result, I would characterize the larger relationship as reasonable but in need of constant attention.

Q

What acquisition reform initiatives do you plan to incorporate in training and education for AAC personnel, and is it going as fast as you'd like? Any foreseeable problems? What benefits do you hope to reap? What special problems, if any, are related to training your civil-

ian force (structure of civilian personnel system, etc.)?

A

Best qualified, highly trained leaders are required to support the Chief of Staff of the Army's vision for *Army Transformation in the 21st Century*. These leaders will oversee the Army's acquisition, logistics, and technology programs so critically connected to the Chief's vision of a rapidly deployable force.

Our AWF members are challenged today as never before by the rapidly changing environment in which they must function. To accomplish the Chief's vision, the workforce must be current with reforms, adaptable, flexible, and willing to accept risk and exercise leadership. Consequently, we must provide the future acquisition workforce with skills to transition from a workforce of "doers" to one that manages the work of others —we must build *Leaders*.

In this vein, the workforce must consist of individuals who possess a wide range of leadership and management competencies that go well beyond functional expertise unique to a particular career field. The leaders of the future must understand the big picture and how the various aspects of not only their speciality, but that of other functional areas, fit inside the big picture. The Army Acquisition Corps vision is built around these needs.

The first objective of the AAC Vision — "a highly competent acquisition workforce responsive to current and future needs of the Army" —is met by obtaining "functional expertise." Our future leaders gain function-specific knowledge and skills by completing the required education, training, and experience needed for certification (Level III) in a given acquisition career field.

The second objective of the AAC Vision —"A clearly defined environment that supports and encourages career progression and leader development at all levels" —is met through "broadening experience." Our future leaders should obtain Level II certification in at least one additional acquisition career field. They would have to be willing to be more flexible, mobile, and successfully perform in a variety of positions and assignments of increased responsibility. This experience will build the functional and leadership competencies required for success in future key leadership positions.

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As we continue to thrive in this changing environment, our future leaders must advance to the level of "strategic leadership," which allows them to apply acquired leadership/functional competencies in their key leadership positions.

We have developed a process (Structure/Position Management) that incorporates competencies through position descriptions, which are driven by the organization structure in support of the acquisition mission. Using the competencies, one can assess their strengths and weaknesses and identify career-enhancing positions, which support their individual development goals and objectives. In essence, our workforce is as important as the mission it is trying to support.

We fully support the USD(AT&L) [Under Secretary of Defense, Acquisition, Technology and Logistics] Policy on Continuous Learning. The changing workplace is also changing the way people must learn and places increased expectations on employees to remain current by taking advantage of new ways of learning. In addition to the traditional classroom student/instructor approach, we have encouraged and implemented distance learning technologies. We also recognize the importance of experiential learning and its impact on helping people see the "big picture and their place in it."

In light of this, we have incorporated cross-functional training, developmental and on-the-job experiential assignments into our career development program. An excellent and highly successful example of this is our Competitive Development Group Program. This is a three-year developmental program that offers high-potential, board-selected civilian personnel expanded training, leadership, and other career development opportunities. It is designed to develop civilian leaders for the Army of the 21st century.

Branch qualifying positions will be formally designated this year and will be used by supervisors in the field to help select and develop our leaders. This will become part of the mentoring process to ensure the balance of technical and management positions are addressed for the promising leaders of the AAC.

Q

Assuming acquisition reform is not one final ultimate goal, but rather a constantly evolving mission that changes with new missions and goals, how will you ensure further success? How will you continue to implement changes already made under acquisition reform? How does acquisition reform affect the AAC?

A

The implementation of acquisition reform initiatives has directly impacted the workforce. Acquisition reform opened the door to new ways of doing business and mandated migration of the workforce from one that approached acquisition from a lock-step, risk-averse templated process to one of innovation, flexibility, and measured risk. It required a fundamental change in the long-standing cultural underpinnings of the workforce. The reform initiatives mandate that those in the acquisition process change the fundamental way they do business. They must better understand the way commercial enterprises conduct business, how commercial technology development is managed, and then incorporate these business practices into their system acquisition programs as appropriate.

Over the past seven years, DoD and the Army have worked closely with Congress to develop a statutory and regulatory structure that brings common sense back to procurement. We have moved much closer to commercial practices. Instead of just looking at the lowest cost, we now emphasize "best value" contracts that take into account the quality of the performance expected based on the overall package offered and the contractor's past performance. We have made it *much* easier for the government to *purchase*, and *companies* to sell, commercial, off-the-shelf products that are suitable for government needs and have moved away from the idea that we must have custom products to meet our needs. We have made it possible for program officials to use purchase cards to make purchases under $2,500 (so-called "micro-purchases"), thereby allowing our contracting experts to focus on providing business advice for our larger acquisition programs. These reforms allow agencies to structure their contracting operations in a way that makes sense and provides increased flexibility for contracting officials to make and implement good business decisions.

Despite the progress that has been made, there is still more to be done. First, we must ensure that we are fully using the increased flexibility and realizing the increased efficiency under the reforms now in place to deliver mission benefits. Second, we must continue to look ahead — staying alert to changing commercial practices and conditions and new technologies — to identify additional reforms with substantial potential benefits.

We are trying to ensure full implementation of key practices that will move us closer to the commercial model. We are making contractor performance a substantial factor in contract administration and source selection; encouraging contractors to innovate in deciding how to perform the work and tying payment to performance; making effective use of competition to obtain the best deals; and improving the planning and execution of capital asset acquisitions.

The Army is also seeking to take advantage of the opportunities that electronic commerce [EC] offers to improve acquisition. We are looking to EC applications with high returns in terms of significant process simplification, increased efficiency, and more effective buying strategies.

The Army is focused on implementing programs that allow the AAC to take full benefit of acquisition reform. Acquisition Corps' leadership must also be sensitive to the dynamic nature of the environment in which we operate. In today's fast-changing world, those who ignore the need to continue the quest to improve soon find that they are left behind. Commercial industry understands this, and companies continuously strive to improve their competitive position. Our citizens, having experienced the benefits of vigorous commercial market competition, similarly expect their government continuously to improve its performance. Moreover, today's tight budgets require that government officials continuously seek to reduce costs just to maintain current levels of government effectiveness. Thus, at the same time that we vigorously pursue implementation of best practices we have already identified, we must continue to seek out additional ways to improve our strategies and processes.

Q

What technological advances do you see being of the greatest importance (impact, value) to AAC?

A

Key technology advances will be those that enable SMART. Technologies that further Web-based collaborative environments, advanced CAD tools, object-oriented simulation, hyperlinked data structures that allow immediate access to relevant engineering data, visualizations, and reference documents will have the most utility to the acquisition workforce. Included here are the advances in training technology that will allow our workforce to understand and exploit the powerful tools available to them to expedite the acquisition process.

Q

What are some of the problems facing the AAC regarding technology? With manpower? With funding? With resources?

A

One of the fundamental technological challenges facing our workforce is adapting to the changes brought about as the United States evolves from an Industrial -Age power to an Information-Age one. As we move from a paper- and iron-based society to one that is electron- and computer-based, one of our problems will be to ensure we have a computer-literate and simulation-literate workforce that can exploit the power inherent in the tools and methods available to them. We must ensure that they have the tools required and that they receive the necessary training to effectively employ them. In addition to this overarching concern there are other, more immediate concerns that AAC leadership must tackle.

Military Issues

Promotion Rates

During recent promotion boards, the AAC achieved equal or higher rates of in-zone promotion of officers to brigadier general and major general but lower rates for promotion to lieutenant colonel and colonel. This was the second consecutive year that the AAC did not achieve parity for in-zone and below-zone promotions to lieutenant colonel, and below-zone promotions to colonel. Without recent troop assignments, Army acquisition majors are not being promoted at a rate equal to their counterparts in basic branches (i.e., Infantry, Armor, Field Artillery, etc.).

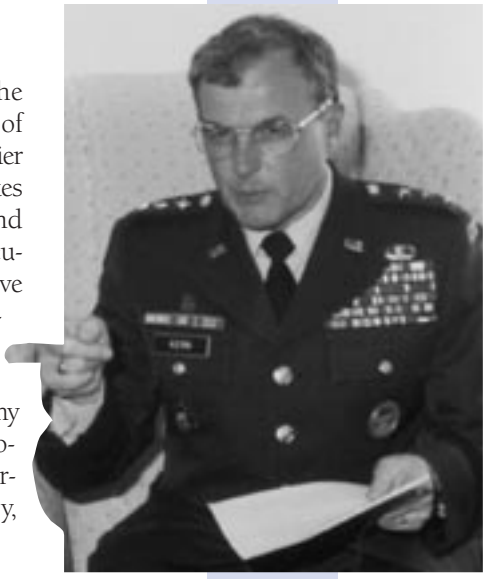
In order to mitigate this problem, the AAC is working with the personnel community to ensure that year group models appropriately consider the smaller follow-on year groups rather than focusing solely on current inventories when determining promotion requirements. In addition, the Army's Officer Personnel Management System XXI, planned for full implementation in 2001, will no longer require acquisition officers to compete for promotion against operations career field officers. The AAC remains confident of the quality of its acquisition corps officers and believes promotion rates will return to parity after a period of transition.

AAC Officer Accessions

The most unfortunate consequence of recent promotion board results has been the decrease in the number of officers applying for career field designation in acquisition. This is especially troubling in light of the pivotal role the AAC will play in achieving the Chief of Staff of the Army's vision for Army Modernization. Two initiatives will address low accessions: first, a recruiting campaign, and second, entry of the acquisition functional area into the career field designation process during an officer's fifth year of service.

Other specific areas of concern include:

- Promotion rates of computer science specialist.
- Underrepresentation of women in the AAC.



"As we move from a paper- and iron-based society to one that is electron- and computer-based, one of our problems will be to ensure we have a computer-literate and simulation-literate workforce that can exploit the power inherent in the tools and methods available to them."

- Keeping AAC members in touch with an Army in transformation.

Civilian Workforce Issues

Aging Civilian Workforce

Federal, state, and local governments will face significant human resources challenges in the years ahead due to an aging workforce. The civilian component of the AAC is not immune from this situation. By 2003, over 50 percent of the AAW will be eligible to retire; the percentage increases to over 60 percent by 2005.

Providing opportunities for the civilian workforce to broaden the experience base and changing the culture of the workforce to embrace this new career path remain problematic to some degree. Acquisition leadership must continue to work within the personnel system to find ways to provide these opportunities and balance the needs/concerns of the workforce.

There is no doubt that one of the AAC's major challenges as it moves into the 21st century will be adequate resources. In order to meet strategic requirements, Gen. Eric Shinseki [Army Chief of Staff] announced The Army Vision and comprehensive transformation in October 1999. The President's budget request provides the funds necessary to meet FY 2001 transformation requirements. It is a critical first step. However, a major challenge facing us as we move out on this bold venture is garnering and maintaining the support of OSD [Office of the Secretary of Defense] and Congress throughout the Transformation ... until we achieve the Objective Force in FY 2012.

The support of the Administration and Congress has allowed the Army to begin its transformation. The additional $100.0 million provided by Congress this year (FY 00) to assist with our initial efforts is greatly appreciated. It provides the Army with important flexibility as we move forward with this critical endeavor. Over the past months, we have worked closely with the Office of the Secretary of Defense to resource transformation requirements in FY 2001.

The Army's modernization strategy will support implementation of the Army's vision by harnessing recent efforts to incorporate information technologies to help sustain decisive capabilities. Accelerating some programs will enhance responsiveness and make our light forces more lethal. Restructuring and divesting selected programs will tailor acquired capabilities to meet the most critical Army requirements while freeing up some of the resources needed for the transformation. Efforts to harness new S&T [science and technology] will elicit advances that support the desired characteristics of the Objective Force. In each

of these areas, the support of the Administration and Congress is essential to ensure Army modernization keeps pace with the demands of the international security environment and the National Security Strategy.

Q

Beyond the battles over resources and money, the military is always struggling to stave off the enemy, no matter where the battlefield. Would you consider cyber warfare a battle we must not lose? How does the AAC protect itself? Is training important here, too?

A

Cyber warfare is definitely a battle we must not lose. When it comes to cyber issues, the AAC's concerns are no different than those of the rest of the Army — or the Department of Defense, the government at large, and the commercial sector. This is a National issue. We are all concerned with protecting the integrity of our data, limiting data access to those who appropriately warrant it, protecting property rights, and maintaining freedom of use of our information systems. The possibility for exploitation or corruption of information by potential antagonists, or even simple hackers, is obviously a legitimate concern.

Part of the solution is clearly the application of information assurance technology to our enterprise systems. Examples include intelligent agent technologies to monitor and interdict intrusions, firewalls, multi-level security capabilities, and encryption for sensitive systems. Training also plays a role in terms of making sure that our members employ effective operations security practices in their day-to-day activities. This is a challenge that government and industry must tackle together.

Q

Is it possible to keep pace, or even better, be ahead of the game, acquiring state-of-the-art equipment and systems for the Army, while still staying within Congressional budgetary constraints? Is there a concern of having to "make do" with lesser technologies? How does the AAC achieve this balancing act?

A

There is nothing new here. The AAC has always attempted to balance cost with capability. Recently, however, we have adjusted the gain on the cost piece of the equation to give it relatively equal weight with performance. As importantly, the Army has elevated the importance of life cycle cost in the evaluation of systems acquisition. Success in the implementation of Cost As an Independent Variable initiatives and Life Cycle Cost control (or Total Ownership Cost Reduction) will go a long way toward helping afford the necessary technologies the Army needs to be successful in bringing about the objective force.

Industry now leads technology development in almost all areas, but most importantly in information technology. The Army's laboratories and program executive offices need to leverage this strength and participate in the development of the standards that will become the commercial norm. By injecting Army requirements into the standards development process, we get away from the enormous cost of modifying components to get to a "military version" or having special production lines to produce a military variant. We also need to critically examine the application of existing commercial standards — to look for applicability not exclusion.

We have had significant successes in streamlining our processes and saving critical resources. As we improve our processes, through both implementation of technology and training of our workforce, we can reduce the "overhead" associated with our acquisition process and thereby increase the proportion of our resources that go to the actual design and fielding of technologies for our warfighters. We live within the reality of the budgetary constraints every day, and it is our duty to the taxpayers to ensure that we are making the most of the resources they give us. Deploying the best tools and methods, along with training our people, can ensure that we can get the best technology, from the best source, for the warfighter.

Q

Let's talk about Contractor Logistics Support [CLS] and Prime Vendor Support [PVS]: how does this really break down?

A

The Army has used Contractor Logistics Support [CLS] for years in both peacetime and wartime environments. CLS is not a new phenomenon. Contractor Logistics Support permits non-military entities to play a direct and vital role in providing materiel, services, *technical expertise*, support *and/or* maintenance to the military.

I am disappointed the bureaucracy has stalled this effort for three years. We did not adequately address the working capital fund issues while we addressed depot concerns and have still not found a satisfactory answer. Army leadership still believes there is value to implementation of a Prime Vendor Support program and continues to explore means of implementation.

Q

Do the risks outweigh the benefits?

A

Where implemented to date, contractor logistics support has had a positive effect on readiness.

Q

Is it plausible to have civilian contractors on the battlefield backing up trained, professional warfighters?

A

As a matter of policy, civilian contractors may be employed in areas of operation, as required, in support of U.S. Army operations and/or weapon systems. Generally contractors will be assigned at Echelons above Division [EAD]; however, the Commander in Chief [CINC] may determine their services are required in the forward areas, consistent with the terms of the contract and the tactical situation. Contractors are non-combatants and while not considered a substitute for force structure, may be able to support armed forces in new, innovative ways in the 21st century that we have not thought about yet.

Q

Are you worried about introducing too much privatization and contracting of personnel?

A

First, let me start by saying that privatization addresses an institutional practice. It, like CLS, is nothing new. I am not worried about privatization of selected support functions where a risk assessment has deemed it feasible. For support of direct combat functions, organic support is preferred.

Q

While one of the benefits might be saving money, won't you lose some control over quality and timeliness?

A

The Army has responsibility for several core processes, the generation of requirements, the establishment and maintenance of priorities, the safeguarding of resources, and serving as a smart buyer. So long as privatization and contractor logistics support functions do not compromise these responsibilities and our workforce is adequately trained to manage these activities, I do not believe we need to sacrifice quality, timeliness, or appropriate government control over product. The contractor is responsible for the materiel, the support, the service, or the requirement to fix and/or repair equipment; however, control of contractor personnel is specified in the terms and conditions of the contract.

Q

You're on the record as saying training and education are very critical to the future of AAC; from your viewpoint, is DSMC doing its job in educating the Army acquisition workforce? What could we do better to give your workforce the acquisition education they deserve?

A

DSMC is just one element of the education/training system in place for the acquisition workforce. The Defense Acquisition University [DAU] is a DoD education and training institution that provides mandatory, assignment-specific, and continuing education courses for military and civilian personnel.

"Acquisition reform opened the door to new ways of doing business and mandated migration of the workforce from one that approached acquisition from a lock-step, risk-averse templated process to one of innovation, flexibility, and measured risk."

The DAU/DSMC has made substantial progress in its effort to provide a full range of basic, intermediate, advanced, and assignment-specific courses to support the career goals and professional developments of the acquisition workforce, but must continue to pursue innovation and change in two ways. DAU and DSMC must continue to look for innovation in the way they provide instruction. These schools must also execute their mission in a way that instills a spirit of innovation in its graduates.

One of the things we have learned looking across industry and corporate universities is that they tend to use practitioners as short-term educators for their workforce. Using this concept gives them the advantage of educators who have first-hand, current knowledge of the corporate activities/subjects being taught. We think the DAU structure could substantially benefit from this approach.

We also use multiple public and private universities for education and training. Among these are the University of Texas Senior Service Fellowship Program, the acquisition-related master's degree programs at the Naval Postgraduate School, and the School of Choice, which allows workforce members to obtain degrees at schools in their local areas. The AAC does this in addition to other numerous leadership training opportunities.

Q

What do you want your folks to say about your tenure as military deputy to the Army Acquisition Executive once your title becomes former military deputy?

A

I would like them to say I cared about the people – that they be trained, qualified to support the Army, and could see a career path that was personally rewarding and motivating. The Army is going through change – downsizing, transforming, and moving from an Industrial to an Information Age. I hope I have supported the Army without losing sight of the people.

Q

On a personal note, what is the best advice you ever received, be it from a friend, colleague, or a family member, to prepare you for the position you now occupy as the Military Deputy to the Army Acquisition Executive?

A

Take your job seriously, but look at yourself with a sense of humor.